

Division of Human Resources

FY2009FY2013

Strategic Plan

Office of Governor C. L. "Butch" Otter

Judie Wright, Administrator

MISSION STATEMENT

The Division of Human Resources promotes workforce excellence through high quality HR services and accountability in leadership to serve the varied needs of state agencies, employees, job seekers, and the people of Idaho. Our mission is to:

- Keep Idaho state government a competitive employer in present labor market conditions
- Assist state agencies to achieve program and service goals through a well managed workforce
- Provide a high-tech, customer-oriented and career-based environment to attract, retain, and maximize a talented state workforce including educational opportunities to enhance employees' job skills
- Work toward "the State as one employer" reality

GUIDING PRINCIPLES

- The Importance of Public Service
- Fair Employment Practices
- Equal Pay for Equal Work
- Merit System Integrity
- Veterans Preference
- Friendly Customer Service
- Cost Effective and Efficient Operations
- Strategic Partnerships
- The State as One Employer

The following goals describe DHR's priorities. The objectives identify how the goals will be achieved. The implementation schedule is either defined by fiscal year, or is ongoing, meaning a continuous improvement process throughout FY09-13. Performance standards measuring efficiency, economy, and effectiveness are listed in the next section.

GOAL ONE: DESIGN A COMPETITIVE TOTAL COMPENSATION PACKAGE

Objectives

- A.** Partner with Department of Administration and Public Employees Retirement System
- B.** Maintain internal equity in compensation
 - 1. Review of benchmark classifications
 - 2. Review job classifications
- C.** Address recruitment, retention, and reward goals

GOAL TWO: DEVELOP PARTNERSHIPS

Objectives

- A.** Continue to build partnerships with state agencies
 - 1. Identify roles, responsibilities, and service priorities
 - 2. Be flexible and responsive to agency needs
 - 3. Engage in pilot projects with agencies
- B.** Maintain effective communication
 - 1. Communicate with agency management and HR staff
 - 2. Communicate with legislators, employees and citizens

GOAL THREE: RECRUITING SERVICES

Objectives

- A.** Streamline the on-line job announcement and application process
 - 1. Identify and prioritize enhancements for Applicant Tracking System
- B.** Tailor screening to agencies and specific jobs
 - 1. Encourage creative and flexible job announcements
 - 2. Emphasize targeted recruiting needs
 - 3. Coordinate recruitment opportunities among state agencies
 - 4. Develop recruitment resources
- C.** Provide quality job candidate lists
 - 1. Ensure tests are job related
 - 2. Evaluate testing process for bias
 - 3. Evaluate recruitment effectiveness based on quality of hire
- D.** Provide recruitment reports to assist agencies

GOAL FOUR: PROVIDE EDUCATIONAL OPPORTUNITIES

Objectives

- A.** Provide leadership and management development opportunities
 - 1. Maintain ongoing statewide Certified Public Manager programs
- B.** Establish a statewide wellness program
 - 1. Develop program parameters and establish partnerships/networks with agencies and community resources

2. Explore impact of wellness programs on health benefit costs

GOAL FIVE: IDAHO PERSONNEL COMMISSION OPERATIONS AND SUPPORT SERVICES

Objectives

- A. Ensure prompt and effective communications
- B. Support hearing officers
- C. Contract with Attorney General's Office to monitor case progress
- D. Contract with Attorney General's Office for separate legal services to ensure objectivity

External Factors that affect recruiting and retaining employees

- Labor market
- Unemployment rates
- Market wage variations
- Overall economic conditions
- Increasing retirements from the workforce resulting in loss of institutional knowledge
- Cost of health care and health insurance
- Demographics
- Competing salaries and compensation plans

MEASUREMENTS:

Use the following factors to measure the effectiveness of the Division of Human Resources goal achievement.

GOAL ONE: COMPENSATION

Benchmark: Competitive total compensation package

Indicators: Recommendations to keep state pay structure competitive
of classifications evaluated
of classifications consolidated
of classification studies
of non-classified classifications evaluated
of payline exceptions approved, denied, continued

GOAL TWO: PARTNERSHIPS

BENCHMARK: Increase number of partnerships

Indicators: # of projects with agencies

GOAL THREE: RECRUITING SERVICES

Benchmark: Recruitment measures are enhanced

Indicators: # of applications received

of applicants identified by gender and ethnicity
of job fairs attended (targeted recruiting)
of ATS enhancements completed
of recruitment reports provided to agencies
of hiring lists created
of hires
% of applicants passing exams
% of new hires completing probation

GOAL FOUR: EDUCATION

Benchmark: Participation in Leadership/Management Development

Indicators: # of students in Certified Public Manager program
of CPM graduates

Benchmark: Participation in Wellness Programs

Indicators: # of agency wellness points of contacts
of wellness classes offered
of participants attending wellness classes
of wellness clinics

of participants attending wellness clinics
of pilot projects

GOAL FIVE: IDAHO PERSONNEL COMMISSION

Benchmark: Reduced number of appeals year to year

Indicators: # of appeals filed
of hearing officers assigned to cases
% of full-time attorney services provided
of case progress or finding reports prepared

Performance Results and Effects

- Effective communication results in a more knowledgeable and informed workforce and positive working relationships.
- A competitive total compensation package is a key factor in the state's ability to recruit and retain quality employees.
- Solid classification work is the foundation for internal equity in the compensation system. It also provides parameters for effective targeting of recruitment and screening activities.
- Improvements in speed and quality of screening processes are critical to state agencies' ability to compete for the best-qualified job applicants.
- Management development programs result in effective managers able to provide leadership to sustain the continuity of quality state government.

- Wellness programs positively affect morale, motivation, and productivity to meet the unique challenges of today's workplace.
- Effective HR management and legal consultation decreases liability and increases productivity, morale and retention.

Contact Judie Wright, DHR Administrator, at 429-5500 for more information.